

| Resources Committee – Part I Minutes | | | | | | | |
|--------------------------------------|--------------------|-------------|----|--------------------|----------|----------------|----|
| Date/Time | 07:03:18 4.00pm | Location | | Okehampton College | | | |
| Attendees | Initials | | | Attendees | Initials | | |
| Daryll Chapman | DC | Ralph Crook | RC | Ian Courtney | IC | Philip Sanders | PS |

| Apologies | Initials | Reason (Category of Trustee) |
|-----------|----------|------------------------------|
| Lee Rose | LR | LGB Meeting |
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|---------------------------------|
| ACTIONS |
| DECISIONS |
| QUESTIONS AND CHALLENGES |

| In Attendance | Initials | |
|---------------|----------|-------------------------|
| Susanne Kiff | SK | Chief Financial Officer |
| Hazel Fox | HF | Vice CEO |
| Andy Parkins | AP | Chief Operating Officer |
| Sally Wood | SW | Clerk to Trustees |

| Minutes to |
|------------|
| Attendees |
| Apologies |
| |

| 12 - Apologies |
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| <ul style="list-style-type: none"> Apologies were accepted from LR. |

| 13 – Declaration of Interest |
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| <ul style="list-style-type: none"> All Trustees were reminded to declare any conflict of interest that may arise during the meeting. |

| 14 – Agree & Sign Off Previous Minutes |
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| <ul style="list-style-type: none"> The minutes of the Resources Committee meeting held on 24:01:18 were agreed and signed by RC. |

15 – Matters Arising

- DC updated that agreement was reached regarding holidays during term time which was that absence will be authorised in exceptional circumstances only, which cannot be defined and would be due to individual situations. These cannot be defined due to the individual situations for families. These absences would be discussed with the Headteacher and a covering letter issued where appropriate.
- SK updated that the Auditors are undertaking work in the MAT at the moment and they advised that all orders should have a purchase order numbers with the exception of catering and utilities
- SK updated that the advice regarding schools funds was that these should be closed and moved into the MAT.

16 – Matters Brought Forward at the Direction of the Chair

- There were no matters brought forward by the Chair.

17 – Budgets**17.1 Individual School Budgets**

- These had been circulated the previous week and had been agreed by Trustees for submission.
- Trustees noted that the headline figures for the budgets had altered and queried if these were achievable or had the change been down to the move away from the budget planning being worst case scenario.
- Trustees noted that Lydfords' figures looked very different and context was provided that this was a very small school that had struggles with pupil numbers following a large year group that had left. The plan is to drive up pupil numbers but this will need work as there are issues with geography and then an issue with lagged funding should that be successful.
- Trustees recognised the vulnerability with Lyford and in the Bradford / Black Torrington area and agreed a close eye must be kept on these.

Trustees asked how they knew these budgets were realistic

The response was that there is a much tighter approach to budgeting and some quite firm conversations about what areas could be cut had taken place. People are aware of budgetary knock on effects of decisions and there is a significant change in, in year budgets. Chagford have made some big alterations for example, but now they needed to make those changes happen.

Trustees queried that Chagford had bought in a negative carry forward

It was confirmed this was correct, -12500 carry forward.

Trustees asked if the projections for a shared Headteacher were included

HF responded yes, the budget was based on an Executive Headteacher shared between three schools

Trustees asked of the impact if an existing Headteacher accepted a Head of School post.

It was confirmed that salary protection would be in place for 3 years

Trustees raised concern that could place pressure on the budget.

SK responded there were options open in respect of that cluster which Trustees could consider.

Trustees asked about a scenario where the Executive Headteacher filled one of the Head of School roles

HF responded that would be too expensive

Trustees queried why that would be the case

SK responded there were already expensive leadership structures in those Schools.

Trustees queried if the structure was being looked at if it was already expensive, ie were Assistant Heads affordable?

SK responded the proposed model just had a Head of School in place.

Trustees asked if that would result in redundancy

HF responded no due to temporary arrangements in place.

17.2 Action taken since 20:02:18

- Trustees noted that the budgets had not yet been submitted to the EFSA even though the deadline has passed as the link for uploading had been removed. This was the case for a number of Schools and SK had lost work that she had already completed.
- Trustees noted there were two planned visits from the EFSA: 20:03:18 to meet with SK to look at FMGS, they would then feedback to DC at the end of the day. 21:03:18 to look at pupil numbers for Tavistock.

Trustees queried why they would look at pupil numbers

DC responded this was positive and was due to the increase in of pupil numbers. They would look at the census return, check attendance and registers to ensure the pupils do exist. This may result in some money being released.

- Trustees were advised that budgets would be submitted ready for Monday. Every budget line had been scrutinised and schools had been more realistic. HF and SK had undertaken some work with some primary schools and asked them to look at value for money.
- Trustees noted that when schools have gone through the budget lines in more details, errors on data had been identified and there had been some fusion where staff worked between a number of schools. HF had also been brokering some staff movement between schools.
- Trustees noted it was a significant swing in the budgets from 1.6 million to 1.1 million, a 2.7% swing.
- SK will undertake some further work with Chagford with the Business Manager. AP had also undertaken an internal audit there this week and there were some areas for follow up.
- Trustees acknowledged it was preferable questions had been asked in the first six weeks rather than after a longer period.

17.3 Meeting with Chairs Of LGBs and Heads – 26:02:18

- Notes from this meeting had been circulated to all and IC reported that there had been a robust discussion which had been received very professionally. Given the budgets now agreed, the desired result had been achieved and all present had gone away positive and clear on the work that needed to be done.

- RC raised that the original agenda for the meeting had been, understandably overtaken by budget discussions and Trustees agreed this meeting for Chairs / Clerks should be rearranged for after Easter.

Action:

CLERK to arrange further session for Chairs / Clerks

18 – KPIs

- Trustees agreed the intention of these was regarding when Trustees may need to step in, in terms of delegation, but recognised that responsibility lay with the LGB and discussed what information they would wish to receive as a Committee to fulfil the terms of reference.
- DC highlighted staffing ratios as one KPIs and advised he had been at a meeting where £38925 was given as the national average cost of a Teacher, however at Okehampton College for example, the cost was actually nearer £50000.
- Trustees agreed that clear benchmarking information for each school would be useful to have at least annually.
- SK advised that not budgets were in PS Budgeting yet, but when they were there was KPI analysis available which could be looked at, at School and MAT level.
- IC referred to the Bishop Fleming training which had identified useful KPIs
- Trustees recognised that the system would provide clearer like for like comparisons than had been received prior to the MAT.
- Trustees recognised that they would understand differences better as they knew the schools. And had the context. Business Managers are currently completing a spreadsheet looking at some of these benchmarks for SK.
- Trustees recognised some difficulty for Okehampton Primary in terms of comparison due to size and agreed this would have to be considered against a national picture.
- **SK to provide reports for the next Trustee meeting on 10:05:18 from PS Budgeting.**

Trustees asked about premises considerations

It was noted that some proposed work were contained within the minutes from the LGBs.

Trustees asked if infrastructure was on the risk register

AP responded that it wasn't currently, **but would be added. AP to talk to schools to identify what infrastructure plans were set before the MAT and if this was as a result of Devon County Council funding.**

- Trustees acknowledged that for future works, economies of scale could be achieved.
- Trustees were advised that by the next meeting, the outcome of SIF bids would be known.
- Concern was raised at the lack of a development plan for premises and the benefits of having one. **AP to create one for the MAT.**

Action:

SK provide reports for the next Trustee meeting on 10:05:18 from PS Budgeting

AP to add infrastructure to the risk register

AP to talk to schools to identify what infrastructure plans were set before the MAT and if this was as a result of Devon County Council funding.

AP to create premises development plan for the MAT

19 – LGB Minutes

- Trustees reviewed the minutes received from the LGB Resources Committees
- Trustees discussed the noticeable differences between the minutes in respect of questions being asked, well informed discussion taking place
- Trustees discussed whether a headline summary was required at the front of all LGB minutes or whether a list of the challenge and responses were needed.
- Trustees recognised the different audiences for the minutes and that the challenge needed to be evidenced.
- Trustees also recognised the difficulties for the Clerks if the Chairs did not drive the meetings
- Trustees discussed the confidentiality aspect of some discussion and that LGB should resolve to move to Part II at appropriate times and discussed a specific current scenario.
- Trustees highlighted the importance of good chairing and clerking.

Public Relations

- Trustees briefly discussed relations with local press for the schools.
- DC advised in most areas, there was a good relationship and that schools worked alongside the press and gave them regular content. It was recognised that this may not be the case throughout the whole MAT and it was agreed that DC / HF should get out of other areas and make links
- Trustees also recognised the important of links to Parish Councils.

Action:

CLERK to table standard format of minutes at next Board of Trustee meeting as per Scheme of Delegation
CLERK to agenda minutes for rearranged Chair / Clerk meeting

20 – Risks Identified / Forthcoming Changes

The following risks were identified

- Unknown building work ongoing (AP to identify)
- Confidentiality of LGB minutes (reputational risk)
- Email communications to Trustees (all Trustees to commence using their DMAT emails imminently)
- Chagford budget uncertainty (SK to undertake work with the Business Manager)
- Risk of small school – mitigate risk by undertaking benchmarking exercise.

Action:

AP to add risks to the risk register

21 – Date of next meeting

- Okehampton College – Thursday 10 May – 4.00pm

| Action Table from 07:03:2018 | | |
|------------------------------|--|----------|
| WHO | WHAT | WHEN |
| CLERK | To arrange further session for Chairs / Clerks | DONE |
| SK | Provide reports for the next Trustee meeting on 10:05:18 from PS Budgeting | 03:05:18 |
| AP | Add infrastructure to the risk register | 20:03:18 |
| AP | Talk to schools to identify what infrastructure plans were set before the MAT and if this was as a result of Devon County Council funding. | 30:03:18 |
| AP | Create premises development plan for the MAT | 30:03:18 |
| CLERK | Table standard format of minutes at next Board of Trustee meeting as per Scheme of Delegation | DONE |
| CLERK | Agenda minutes for rearranged Chair / Clerk meeting | DONE |
| AP | Add risks to the risk register | 20:03:18 |